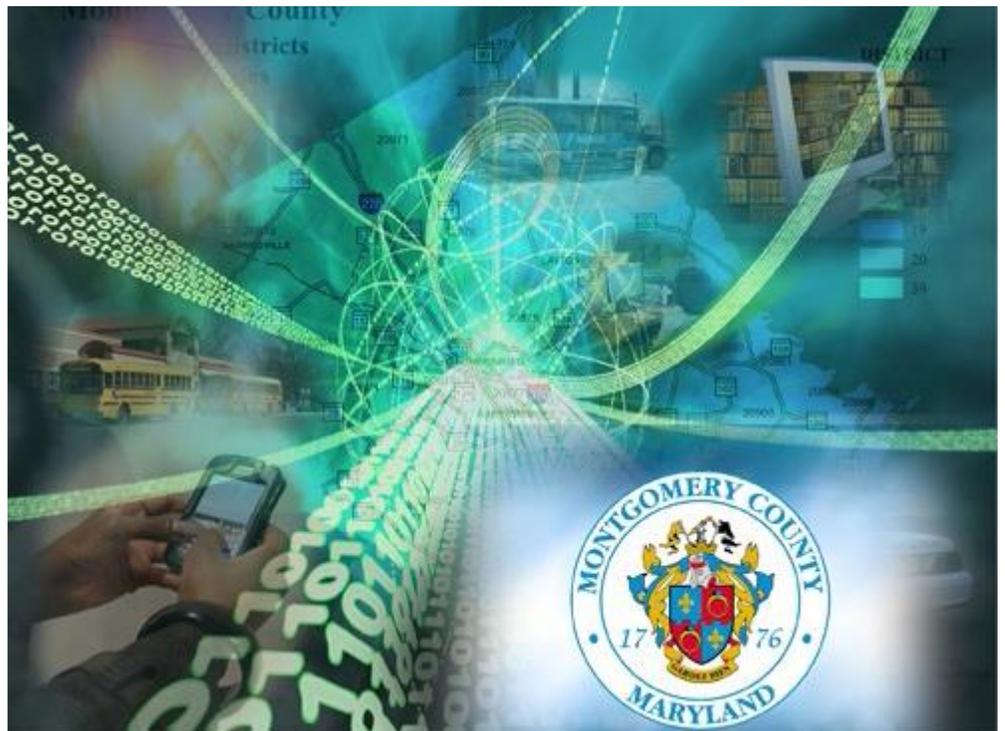


# Montgomery County Government Enterprise Architecture Business Architecture

Department of Technology Services  
Montgomery County Government, MD



VERSION	DATE	DESCRIPTION	AUTHOR
1.0	16 March, 2011	Initial version	Mike Tarquinio, Montgomery County Government
1.1	2 January, 2013	Fix links	Mike Tarquinio, Montgomery County Government
1.2	19 December, 2018	Fix org chart and links	Mike Tarquinio, Montgomery County Government

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# 1.0 Introduction

[Montgomery County](#) takes advantage of mature and emerging technologies in areas of data, voice and radio networking, datacenter operations and monitoring, hardware and software systems deployment, and application development. This document, prepared by the [Department of Technology Services](#) (DTS), is part of Montgomery County's Enterprise Architecture. Specifically, this document covers the Business Architecture.

The Business Architecture Document reflects key information around how the County is governed and more specifically the governance around IT decisions. It is prepared in concert with the rest of the Enterprise Architecture and the DTS [Strategic Plan](#) and is designed to support the initiatives outlined in the plan.

The County has three essential organizational resources: people, process and technology. People are the County's greatest resource; Process binds them together into a coherent workforce; and Technology is the tool. This document addresses the processes component.

## **1.1 Purpose**

The purpose of this document is to document key information about how the County is governed, stakeholders in the County, and governance around Information Technology decisions.

## **1.2 Document Format**

The Montgomery County Enterprise Architecture consists of five separate sub-architectures: Business, Technical, Data, Application, and Performance. Each one of the sub-architectures is a standalone document but all five are subcomponents of the entire Enterprise Architecture.

This document addresses the Business Architecture. It covers the organization of the County Government, Information Technology Governance, Key Business Domains, General Technology Project Governance, and Ongoing Enterprise Projects Governance.

The County has assembled information detailing its technologies and its direction. To avoid releasing potentially sensitive information, the county follows a strict release process that involves review at multiple levels (See Section 10-617(g) of the Maryland Public Information Act).

The owner of all five sub-architecture documents and the rollup document is Mike Tarquinio ([michael.tarquinio@montgomerycountymd.gov](mailto:michael.tarquinio@montgomerycountymd.gov)) the Department of Technology Service Enterprise Architect. The Department is located at the Department of Technology Services, 101 Monroe Street, 13th Floor, Rockville, Maryland 20850.

### **1.3 Business Architecture Document Change Management**

The Montgomery County Government Enterprise Architecture Business Architecture document is part of the County's documented Enterprise Architecture and is published by the DTS Enterprise Architect. The Enterprise Architect is responsible for working with DTS Content Experts and department representatives (through the Technical Operations Management Group (TOMG)) to document the Business Architecture. The document adheres to stringent change management controls and follows a defined change management process.

Change requests can be initiated via DTS content experts, TOMG members, or the DTS Enterprise Architect. Contact the DTS Enterprise Architect Mike Tarquinio ([michael.tarquinio@montgomerycountymd.gov](mailto:michael.tarquinio@montgomerycountymd.gov)) for further details.

## 1.4 References

1. Montgomery County Office of Management and Budget – Administrative Procedure 6-1, June 14, 2004; *Use of the County-Provided Internet, Intranet, and Electronic Mail Services*;
2. Montgomery County Office of Management and Budget – Administrative Procedure 6-6, May 4, 2005; *Information Technology Policies and Procedures*;
3. Montgomery County Office of Management and Budget – Administrative Procedure 6-7, May 4, 2005; *Information Resources Security*;
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5. Montgomery County Department of Technology Services, 2016; *Technology Strategic Plan 2016 – 2019*;
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7. Montgomery County Department of Technology Services, April 14, 2008; *Montgomery County Government Public Safety Information Technology Architecture*
8. Montgomery County Government; *About County Government*;  
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9. Montgomery County Government; *The Charter and County Code*;  
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10. Montgomery County Government; *Montgomery County Organization Chart*;  
<http://www.montgomerycountymd.gov/government/orgchart.html> ; page accessed 12/19/2018
11. Montgomery County Department of Technology Services, July 19, 2007; *Project Management Plan Template*; DTS Project Management Office;

## 2.0 Organization of the County Government

Approved by the voters in 1968 and implemented in 1970, the Montgomery County Charter provides for a Council/Executive form of government.

The County is composed of the Executive and Legislative branches. The Judicial system consists of the County's Circuit Court, the state District Court, the Court of Special Appeals and Court of Appeals.

The Executive Branch implements and enforces Montgomery County's laws and provides executive direction to the government. Its chief executive officer is the County Executive. There are over 30 executive branch departments and offices that help to deliver services to county residents. Libraries, Transportation and Police are just a few.

The Legislative Branch consists of the County Council and six related agencies. The Charter defines the Council's powers in three major areas: legislation, land use, and the budget.

The Judicial System is responsible for the resolution of all matters involving civil and criminal law in the County. The Circuit Court for Montgomery County is the trial Court of general jurisdiction that has full common law equity powers in all civil and criminal cases, along with additional powers and jurisdiction conferred by the Constitution. It is the only Court in the County having the authority to conduct jury trials. Its jurisdiction is very broad, and it handles major civil cases and more serious criminal cases.

Additionally, there is the District Court of Maryland, the Court of Special Appeals, and the Court of Appeals.

Montgomery County Public Schools operate under the authority of the Board of Education, which is an eight-member body - seven elected by county voters and one student representative, elected by county students.

The Superintendent of Schools, appointed by the Board, provides daily administration of the schools. The school's overall operating and capital budgets are determined by the County Executive and County Council. However, the line-item distribution of the funds within the school system is set by the Superintendent and the Board of Education.

Montgomery College - the County's two-year college - operates under the authority of its Board of Trustees. The College's overall budget is determined by the County Executive and the County Council and is managed by the trustees.

There are four other agencies whose budgets are determined by the County government but have certain autonomy over their operation. These four agencies are:

- The Maryland-National Capital Park and Planning Commission (M-NCPPC) is a bi-county agency which manages public parkland and provides land use planning, with administration shared with Prince George's County.
- The Washington Suburban Sanitary Commission (WSSC) is also a bi-county agency which provides water and sewer service to Montgomery and Prince George's Counties.
- The Housing Opportunities Commission (HOC) is the County's public housing authority.
- The Montgomery County Revenue Authority is a public corporation for self-supporting enterprises of benefit to the County.

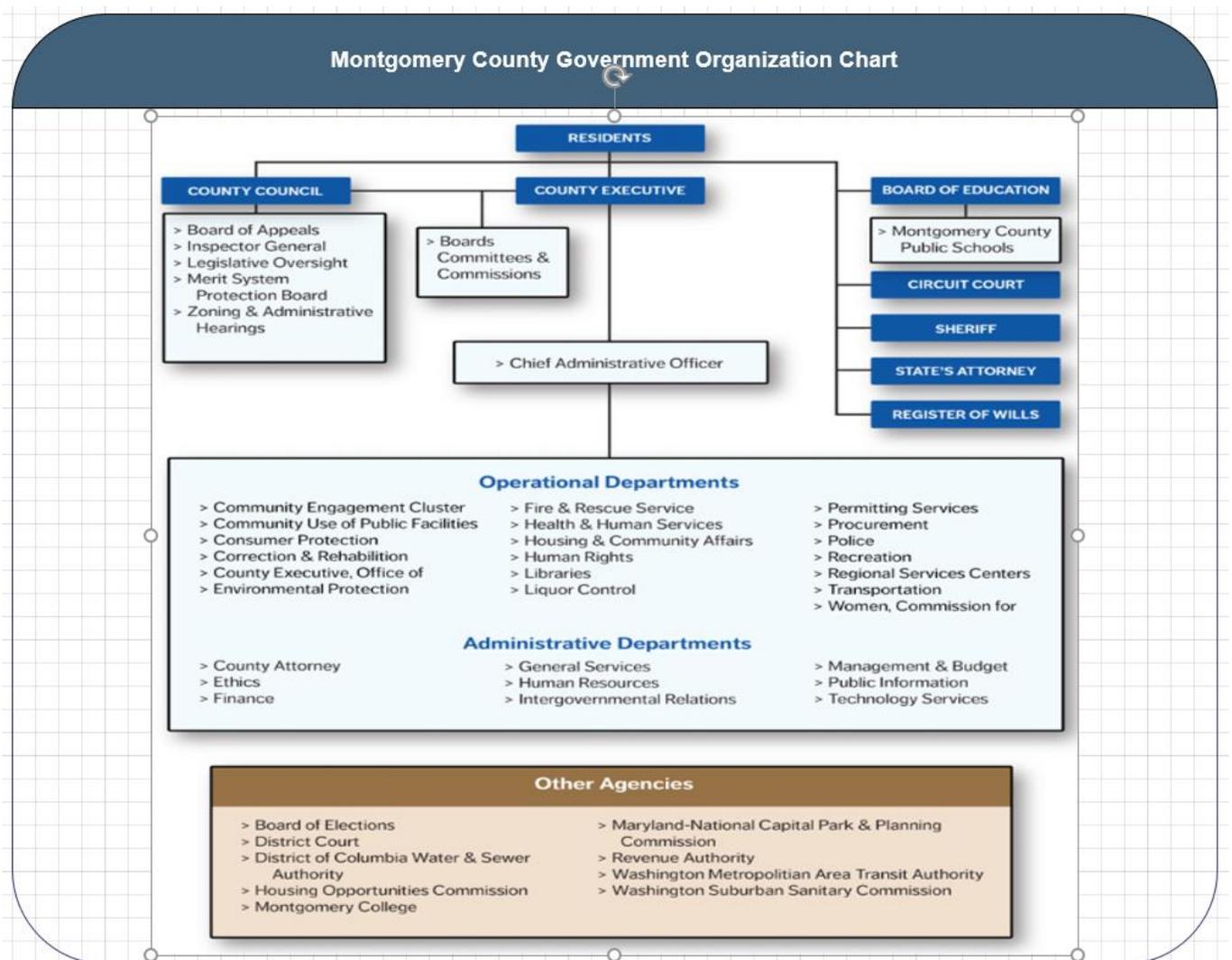
In addition, the County budget includes appropriations to participate in debt service and operating costs of the Washington Metropolitan Transit Authority (WMATA) which is overseen by the Washington Suburban Transit Commission (WSTC).

\* Above information copied from the County Internet Web Site at the following [link](#) [8]

## 2.1 County Charter

The County Code, Zoning Ordinance and COMCOR (Executive Regulations) are available at all Montgomery County libraries. COMCOR is ONLY available at the Rockville Library. They are also located on the County web site at <https://www.montgomerycountymd.gov/mcg/countycode.html> [9]

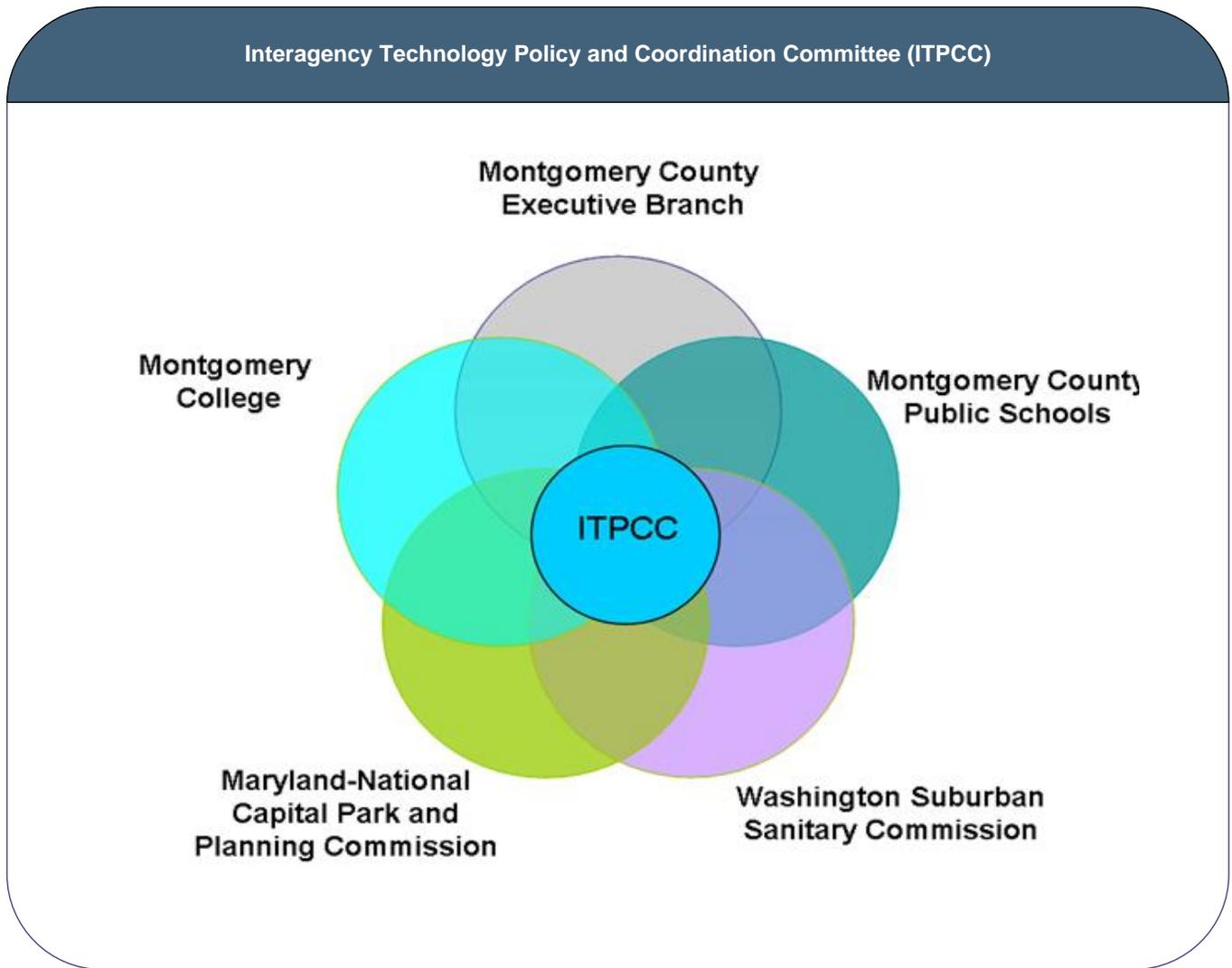
## 2.2 County Organization Chart



Information about the current County Organization chart can be found on the County Internet Web Site at the following site <https://www.montgomerycountymd.gov/government/orgchart.html> [10]

### 3.0 Information Technology Governance

#### 3.1 Interagency Technology Policy and Coordination Committee (ITPCC)



The Interagency Technology Policy and Coordination Committee (ITPCC) was chartered by the Montgomery County Council on July 26, 1994 in Council Resolution No. 12-1758. The rapidly accelerating changes and opportunities presented by new information technologies (IT) presented unique challenges to both public and private sectors for efficient utilization of these capabilities. Council desired to provide a framework to encourage agencies of County government to coordinate where possible and leverage opportunities for interagency linkage and economies of scale. As stated by Councilmember Marilyn Praisner who initiated ITPCC, “the taxpayer sees one government” meaning that the differences

between agency missions was not apparent to the typical citizen who has the continuing expectation that the agencies of government work together efficiently, not separately.

The mission of ITPCC is to: promote IT strategic planning and coordination among the agencies of Montgomery County Government that include Montgomery County Public Schools (MCPS), Montgomery College (MC), Montgomery County Government (MCG), Maryland National Parks and Planning Commission (M-NCPPC), Washington Suburban Sanitary Commission (WSSC), and the Housing Opportunities Commission (HOC); provide a forum for coordinated implementation of technology policy and guidelines; facilitate Interagency communication including evaluation and sharing of new technologies, and advise policy makers on strategic uses of technology.

This is accomplished within a structure consisting of the ITPCC Principals, the CIO Staff Subcommittee, Project Teams, Special Interest Groups (SIGs), and Special Subcommittees. The Principals are the agency heads for the ITPCC agencies noted above. The ITPCC establishes policy, reviews work products, and establishes priorities. The ITPCC provides status reports to the Management and Fiscal Planning Committee (MFP) periodically. The CIO Staff Subcommittee reports to the ITPCC and is composed of representatives from each member agency who hold the title or role of a Chief Administrative Officer (CAO). The Staff Subcommittee meets periodically and proposes the yearly work plan, approves or defines the scope and tasks to be completed by the project work teams, allocates resources to complete project tasks, reviews and approves project work products, and makes recommendations to the ITPCC based on the results of the work accomplished by the teams. Project Work Teams are designated by the CIOs to perform the tasks required by the ITPCC work plan, or other special project assignments as required. Special Interest Groups (SIGs) are typically the offspring of the project work teams that have completed a project. SIGs meet to continue information sharing and dialog on issues of common interagency interest and benefit. [5]

## 3.2 Department of Technology Services

### 3.2.1 Montgomery County Technology Governance

The Department of Technology Services provides Information Technology Services to Montgomery County. The County Code, Chapter 2, Division 11D outlines the functions and duties of the Department of Technology Services.

As defined in the county code, the purpose of the Department of Technology Services is to:

- (1) promote the appropriate use of automated information systems and telecommunications technology by the County government;
- (2) plan, develop, and ensure the proper operation of the County government's telecommunications capabilities, with special emphasis on the long-term issues of connectivity and compatibility;
- (3) ensure that the County government provides automated information services;
- (4) review decentralized process support systems for consistency with overall policy and compatibility with other governmental systems; and
- (5) promote the sharing of data and information technology systems among the departments and agencies, subject to the state public records act.

As defined in the county code, the duties of the Department of Technology Services are to:

- (1) operate the County's central computer system and provide technical support necessary to:
  - (A) generate and maintain the software of all systems;
  - (B) assess requirements for computer hardware and software; and
  - (C) supervise network control activities;
- (2) administer each cable communications or other telecommunications franchise granted by the County Council and any other telecommunications agreement involving or regulated by the County;
- (3) operate and manage all telecommunications facilities owned or controlled by the County, including the County fiber-optic data network, telephone system, Internet service, cable television transmissions, and public safety communications;
- (4) make County policy recommendations;
- (5) establish standards for automated information systems and telecommunications;
- (6) plan and oversee the installation and support of departmental and enterprise automated information systems, including public safety communications systems, local- and wide-area networks, enterprise servers, and the desktop computer replacement program, under written policies approved by the CAO;

- (7) maintain a geographic database of all installed telecommunications facilities in the County for which the County has any legal authority to require data, or is able to obtain voluntarily or through a third-party;
- (8) approve, deny, or modify all requests for telecommunications and information processing facilities before acquisition; and
- (9) advise the County Council on the acquisition of telecommunications and information processing systems, although the Council has the final authority to acquire facilities and systems for its own use.

### **3.2.2 Chief Information Officer Responsibilities**

As defined in the county code, the Director of Technology Services serves as the County's Chief Information Officer (CIO). The CIO, under the supervision of the CAO, must:

- (1) serve as chair of the Information Technology Policy Advisory Committee (ITPCC);
- (2) review and approve any proposed procurement of information technology for the County government to ensure that the proposed procurement is consistent with approved information technology policies and standards, unless the Director of Procurement appeals the CIO's decision to the CAO to resolve;
- (3) plan, direct, and manage each major information technology project of the County government, under written policies approved by the CAO;
- (4) submit a plan to the County Council by February of each year for the County's use of any information technology resources that a person was required to provide under a cable or other telecommunications franchise granted by the Council under Chapters 8A or 49;
- (5) administer each cable television or other telecommunications franchise granted by the Council strictly according to law, the approved franchise agreement, and any franchise administration policies established by the Council by resolution;
- (6) provide technical assistance to the ITPCC or any successor organization;
- (7) serve as the County government's liaison with other County, State, regional, and federal government agencies, such as the Montgomery County Public Schools, Montgomery College, the Washington Suburban Sanitary Commission, and the Maryland-National Capital Park and Planning Commission, to promote efficiency and, to the extent practical, consistent standards and interoperability of information technology among the County government and these agencies; and
- (8) perform the duties described in Section 2-58E to coordinate all telecommunications transmission facilities in the County.

### **3.3 Information Technology Policy Advisory Committee (IPAC)**

Montgomery County implemented an Information Technology Governance structure and processes based on recognized business best practices to plan, manage, and build support for Information Technology (IT) projects, programs and policies. The committee is designed to facilitate the cooperation and communication among various County departments and to establish an institution to promulgate and adopt IT operating standards, policies, and architecture decisions.

The IT Governance initiative includes two levels of input and review. First, the Technical Operations Management Group (TOMG) is comprised of technical representatives from each County department. Second, the IT Policy Advisory Committee (IPAC) is comprised of 12 department heads representing a cross section of County departments. The Chief Information Officer (CIO) chairs both groups.

### 3.4 Technical Operational Management Group (TOMG)

The TOMG identifies, develops and recommends enterprise policies and strategies required to guide the deployment of information technology solutions and products. TOMG identifies opportunities for improving service delivery throughout Montgomery County Government (MCG). TOMG recommendations are made to the Chief Information Officer (CIO), the Chair of Information Technology Policy Advisory Committee (IPAC). The IPAC has final decision authority on recommendations.

To fulfill the County's mission, the TOMG considers the following:

- The County Executive's Mission Statement
- Customer needs and expectation, internal and external
- Work activities across lines-of-business (LOB) departments
- The capabilities and limitations of emerging and maturing technologies



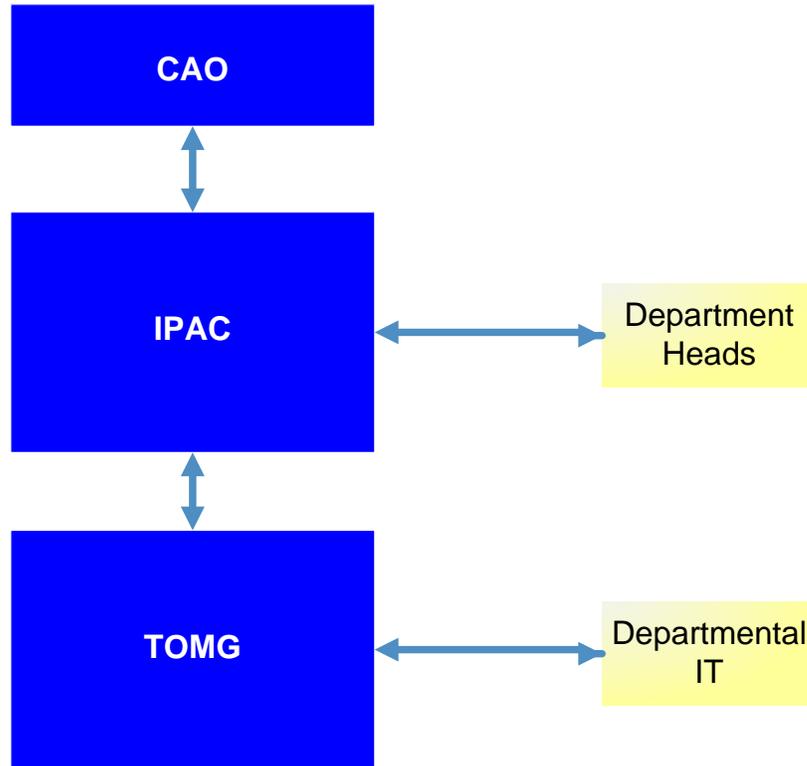
#### Responsibilities

In fulfilling its purpose, the TOMG will:

- Establish fundamental operating principles and business practices for, communications, transactions and the use of technology;
- Identify innovations and best practices to compare the effectiveness of MCG activities with government and private sector best practices;
- Strive to maximize the use of technology in MCG Departments, Offices and business lines to benefit customers and other key stakeholders;
- Endeavor to assure that all electronic content is secure, available and accurate;
- Identify key issues bearing upon the advantageous deployment, availability and use of Technology;
- Identify and standardize departmental level policies needed to ensure the security, availability and use of technology;
- Recommend policies and strategies as appropriate to ensure business needs are met;
- Consult with key user-communities and encourage these communities to communicate their technology needs;
- Recommend changes to the county Enterprise Architect; and
- Provide coordination and communication among the various Departmental groups currently working on technology projects in MCG.

### 3.5 IT Related Decision Framework

## IT Related Decision Framework Governance



**LEGEND:**

IT  
Governance

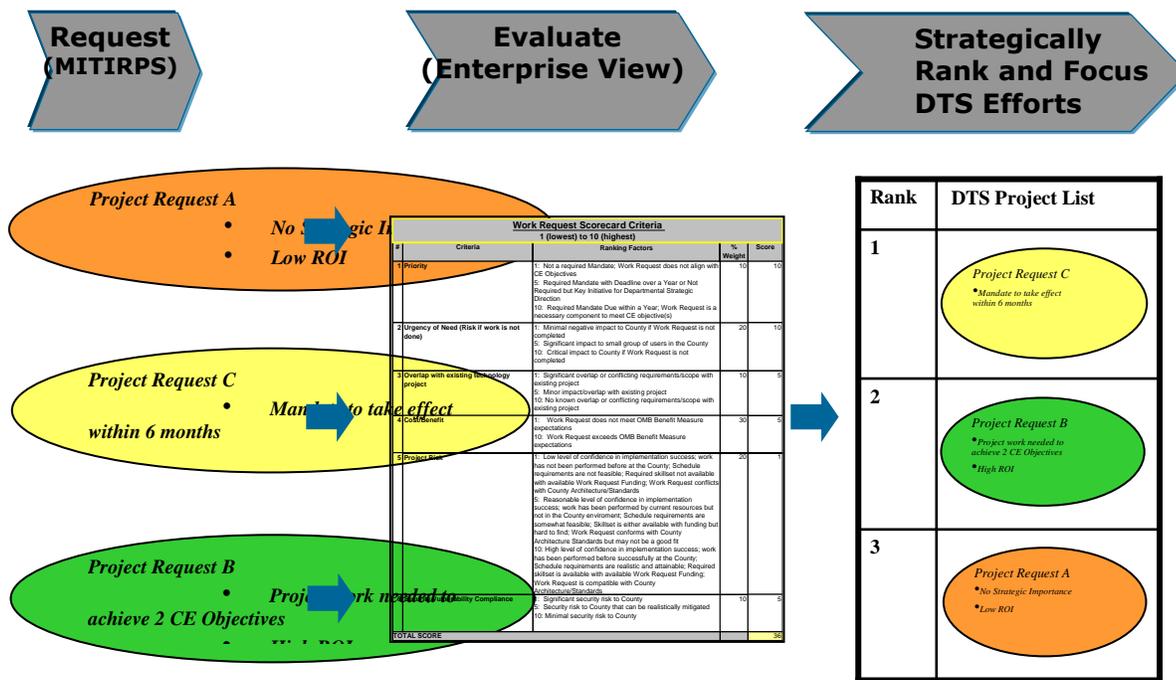
Input

### 3.6 CIO Approval Process

In support of the Enterprise Project Management framework, the CIO Approval Process was created to manage the activity of selecting which projects to execute. The Department of Technology Services requires all project requests to be evaluated using the CIO Approval Process prior to Chief Technology Officer committing technology resources to a project.

The CIO Approval Process utilizes the concepts of Project Portfolio Management to implement a framework that supports the alignment of technology investments with documented business strategies and incorporates an evaluation of a project’s footprint within the portfolio of enterprise applications. This approach is a distinct departure from the notion of “first come, first served” or the support of particular “pet projects”.

Figure 1 - CIO Approval Process



The benefits of establishing this kind of project approval methodology include:

- Focus on the projects with the highest value to the enterprise
- Focus on the project that best support the County Executive’s Vision Statement
- Focus on projects mandated by law
- Focus on projects which “fit-in” with the existing enterprise architecture
- Focus on projects in areas where the County has established a proven track record of successful outcomes
- Maintain the “right mix” of projects in an ever-changing environment with finite resources

The CIO Approval process utilizes a “weighted scorecard” approach to provide a quantitative method of assessing each project request and establishing an overall value ranking for the request. The prioritized

ranking of all project requests is then used as input for decision-making on the approval, delay or denial of the project request.

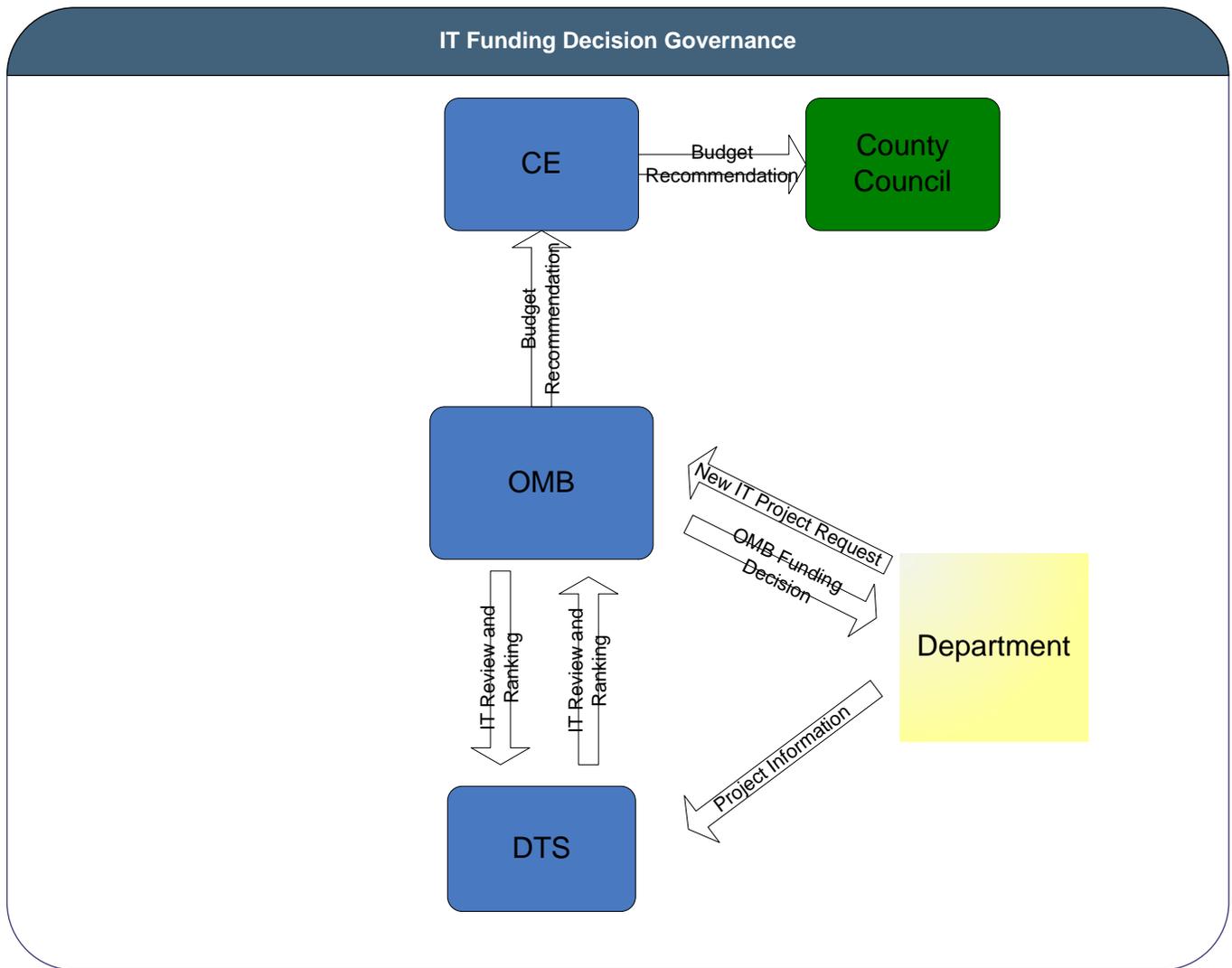
**Figure 2 - Project Scorecard**

Priority (20% Weight)	<input type="text" value="10"/> ?	<b>Priority (20% Weight)</b> 1: Not a required Mandate; Work Request does not align with CE Objectives 5: Required Mandate with Deadline over a Year or Not Required but Key Initiative for Departmental Strategic Direction 10: Required Mandate Due within a Year; Work Request is a necessary component to meet CE objective(s)
Urgency of Need (30% Weight)	<input type="text" value="5"/> ?	<b>Urgency of Need (30% Weight)</b> 1: Minimal negative impact to County if Work Request is not completed 5: Significant impact to small group of users in the County 10: Critical impact to County if Work Request is not completed
Overlap with Existing Technology (10% Weight)	<input type="text" value="5"/> ?	<b>Overlap with Existing Technology (10% Weight)</b> 1: Significant overlap or conflicting requirements/scope with existing project 5: Minor impact/overlap with existing project 10: No known overlap or conflicting requirements/scope with existing project
Cost / Benefit (10% Weight)	<input type="text" value="5"/> ?	<b>Cost / Benefit (10% Weight)</b> 1: Work Request does not meet OMB Benefit Measure expectations 10: Work Request exceeds OMB Benefit Measure expectations
Project Risk (15% Weight)	<input type="text" value="5"/> ?	<b>Project Risk (15% Weight)</b> 1: Low level of confidence in implementation success; work has not been performed before at the County; Schedule requirements are not feasible; Required skillset not available with available Work Request Funding; Work Request conflicts with County Architecture/Standards 5: Reasonable level of confidence in implementation success; work has been performed by current resources but not in the County environment; Schedule requirements are somewhat feasible; Skillset is either available with funding but hard to find; Work Request conforms with County Architecture Standards but may not be a good fit 10: High level of confidence in implementation success; work has been performed before successfully at the County; Schedule requirements are realistic and attainable; Required skillset is available with available Work Request Funding; Work Request is compatible with County Architecture/Standards
Security Vulnerability Compliance (15% Weight)	<input type="text" value="7"/> ?	<b>Security Vulnerability Compliance (15% Weight)</b> 1: Significant security risk to County 5: Security risk to County that can be realistically mitigated 10: Minimal security risk to County
<b>Total Score</b>	<b>6.3</b>	

The Project Scorecard ranks each project on the following criteria:

- Priority (mandate or alignment with County Executive Mission)
- Urgency of Need
- Overlap with Existing Technology
- Cost / Benefit Analysis
- Project Risk
- Security Vulnerability Compliance

### 3.7 Annual IT Funding Review Process



The Office of Management and Budget (OMB) has developed the annual IT Funding Review Process in collaboration with DTS. This process builds enterprise accountability in the planning and budget of future technology initiatives.

The same business factors that support the CIO Approval Process also support the annual IT Funding Review Process. During the annual budget development cycle for the next fiscal year, it is important to establish how a proposed investment in technology will support the overall enterprise business strategy. Before additional funding is allocated, alternatives must be search for and evaluated to determine if there can be savings realized in re-use of technology or the combination of single department requests to form a more efficient enterprise request.

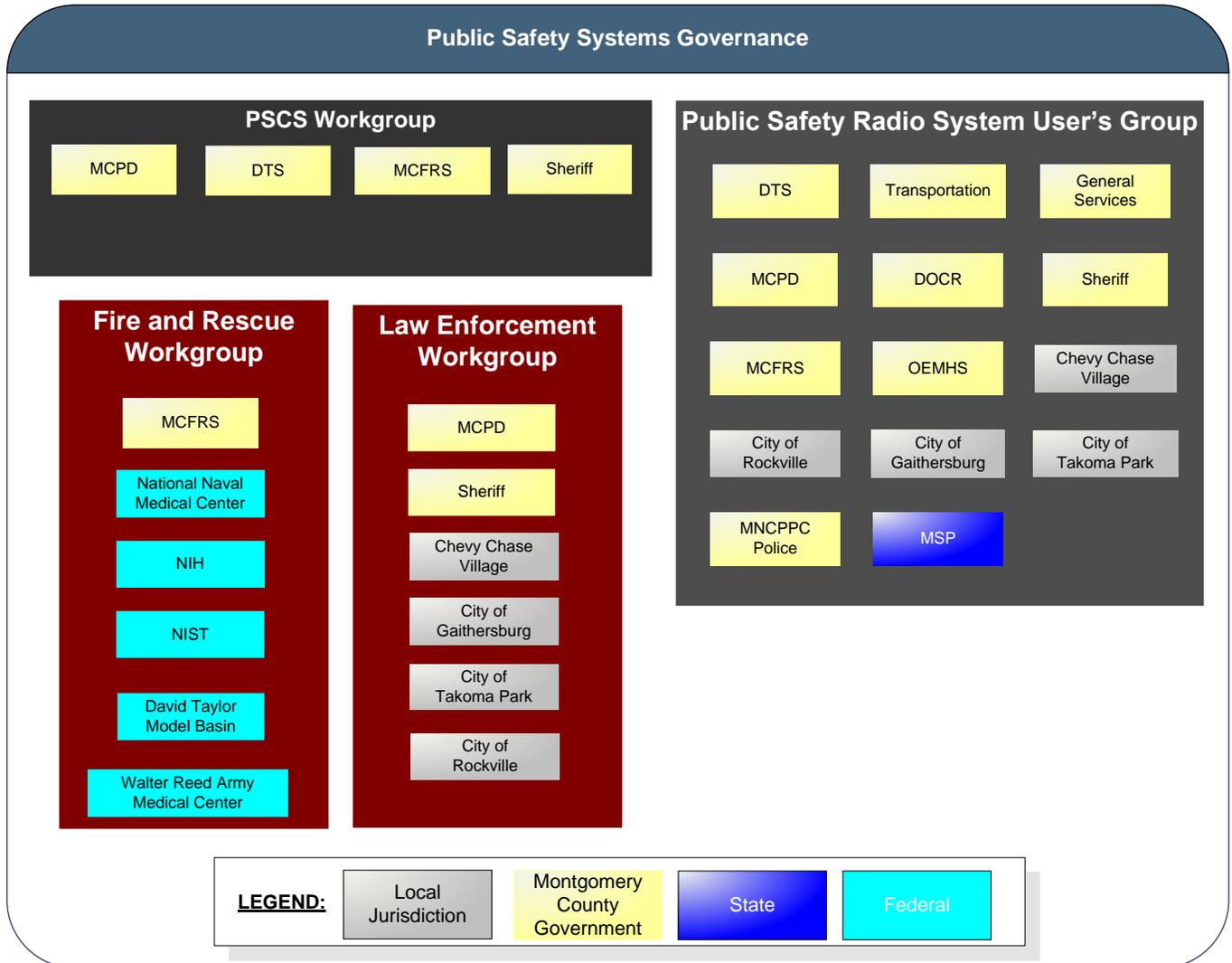
The IT Funding Review Process has been established to ensure that new technology requests have supporting business cases clearly defined, cost / benefit analysis has been performed, possible "hidden" sources of project costs have been identified and an enterprise value assessment has been performed. All of this happens prior to the decision to commit funding to a project for a future fiscal year.

The IT Review Process relies on the same enterprise value assessment “scorecard” as the CIO Approval Process.

# 4.0 Key Business Domains

## 4.1 Public Safety

### 4.1.1 Governance



## **4.1.2 Public Safety Communications System (PSCS) Workgroup**

The Governance model for public safety communications system includes a management oversight and steering group, the PSCS management Workgroup that is comprised of management staff from Police, Fire, Sheriff, OEMHS and DTS. The PSCS Workgroup meets on a monthly basis and receives input from functional workgroups that meet on a bi-weekly basis. The PSCS management workgroup sets priorities and allocates resources based on overall County policy and business needs.

The functional workgroups focus on specific functional areas and focus on tactical business requirements and technical solutions for business needs. The functional workgroups are:

- Radio Systems workgroup
- Fire and Rescue workgroup
- Law Enforcement workgroup

Each workgroup has functional and technical staff representation from the user departments as well as DTS.

The functional workgroups identify, develop and recommend policies and strategies required to guide the deployment of public safety technology solutions and products. The functional workgroups identify opportunities for improving service delivery and make recommendations to the management workgroup.

The governance structure has been instrumental in the adoption and implementation of new policies and procedures for the public safety information systems. The governance structure will allow the County government to steer a course to introduce and coordinate the best use of IT resources in order to improve the service provided citizens and County employees.

## **4.1.3 Fire and Rescue Workgroup**

There is a Fire and Rescue Workgroup meeting held that discusses mostly non-IT Fire and Rescue operations. MCFRS and the mutual aid Fire Departments (NIST, NIH, etc) attend the meeting. In addition, there are also Council of Government meetings held to discussion regional Fire and Rescue operations.

## **4.1.4 Law Enforcement Workgroup Meeting**

There is a Law Enforcement meeting that includes Police, Sheriff, and the Municipalities:

- Rockville City
- Gaithersburg City
- Tacoma Park
- Chevy Chase Village

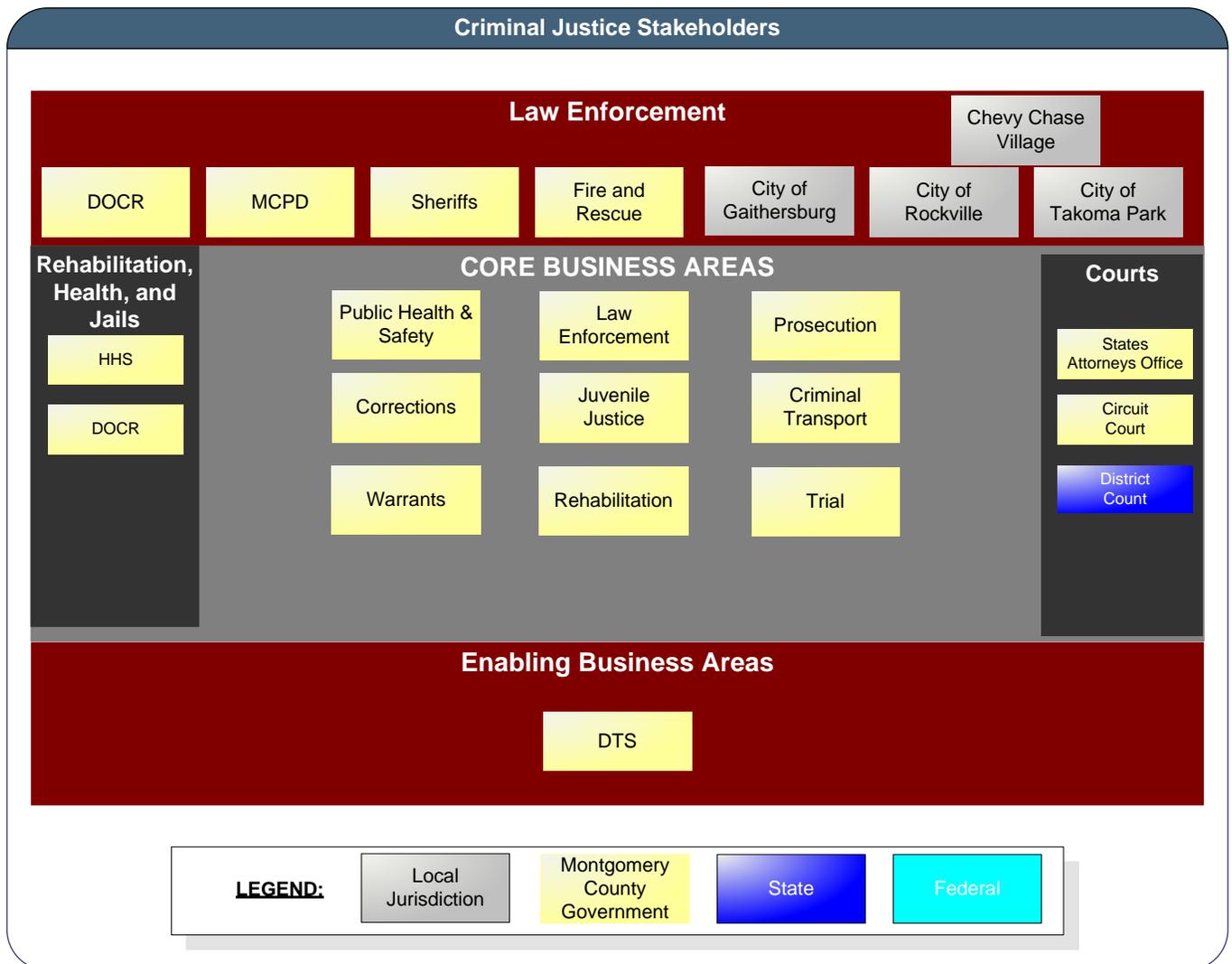
## **4.1.5 Public Safety Radio Systems User's Group**

There is a Public Safety Radio System User's Group meeting to discuss operations and issues around the Public Safety Radios and the 800 Mhz network. Members include the following:

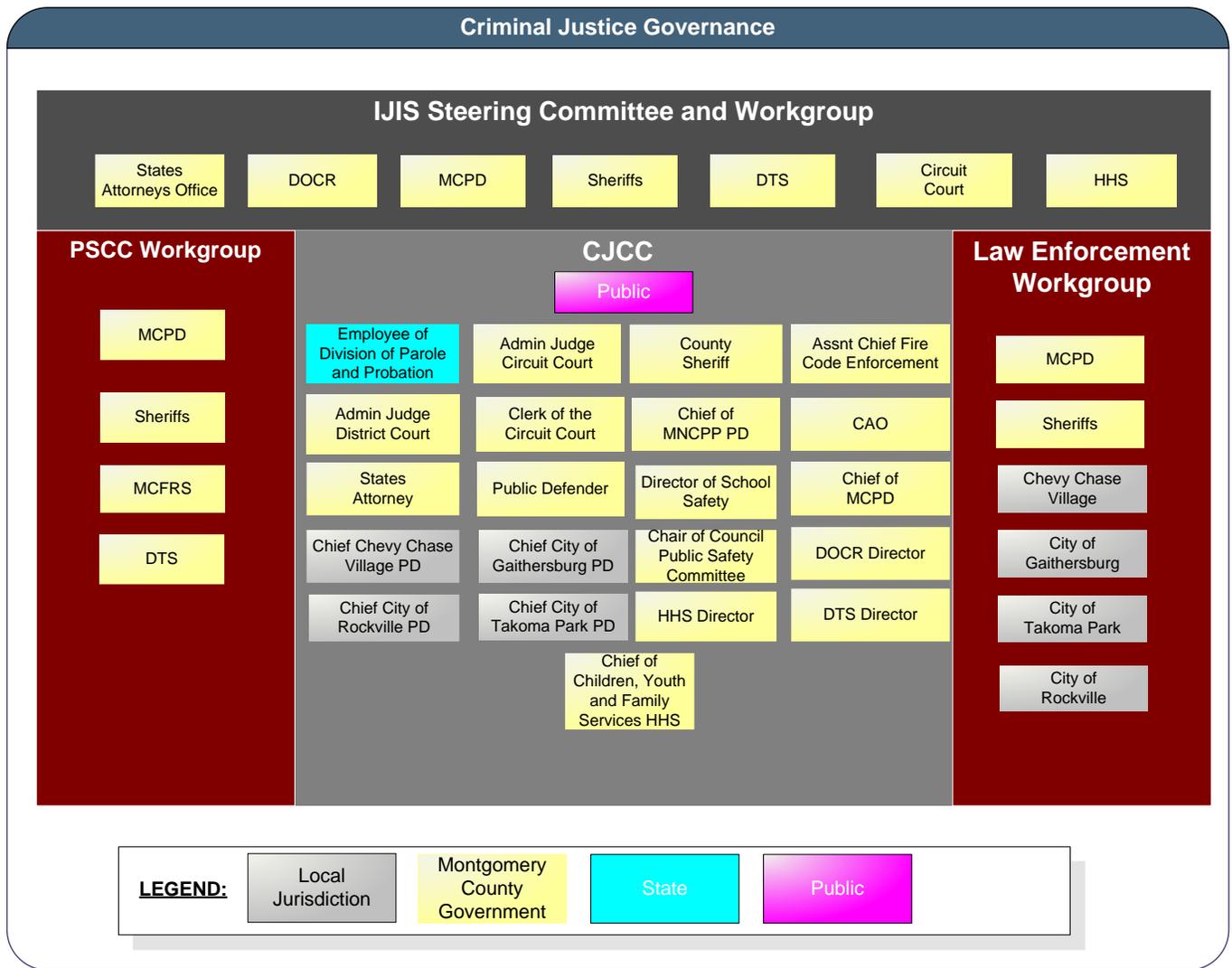
- Montgomery County Police Department (MCPD)
- Sheriff Office
- Department of Correction and Rehabilitation (DOCR)
- Department of Technology Services (DTS)
- Montgomery County Fire and Rescue Services (MCFRS)
- Chevy Chase Village Police Department
- City of Gaithersburg Police Department
- City of Rockville Police Department
- City of Takoma Park Police Department
- National Naval Medical Center Fire Department
- NIH Fire Department
- NIST Fire Department
- Walter Reed Army Medical Center Fire Department
- David Taylor Model Basin Fire Department
- Office of Emergency Management and Homeland Security (OEMHS)
- Maryland State Police (MSP)
- Maryland National Capital Park Police (MNCPPC)

## 4.2 Criminal Justice

### 4.2.1 Stakeholders



## 4.2.2 Governance



## 4.2.3 Criminal Justice Coordinating Commission

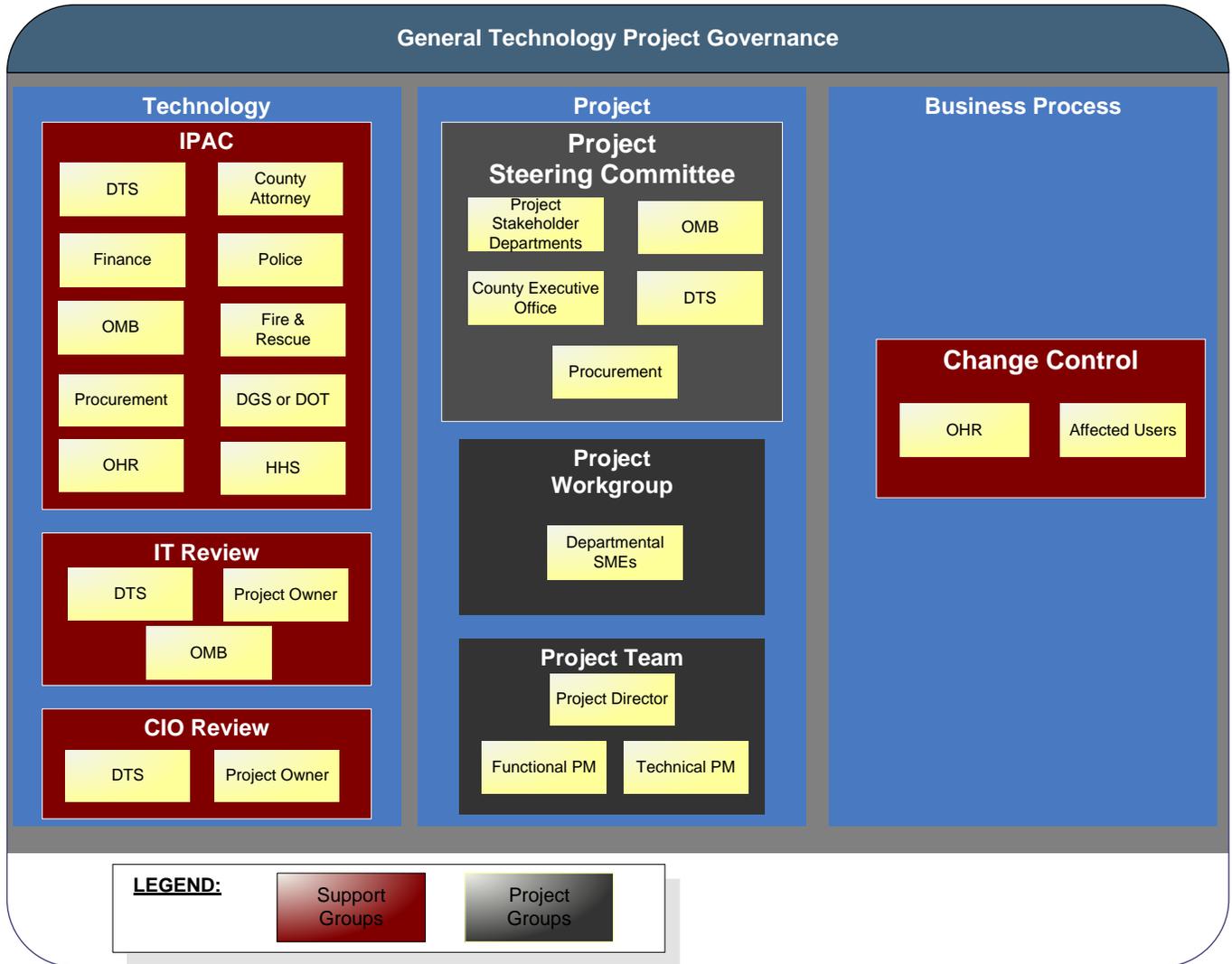
The Criminal Justice Coordinating Commission (CJCC) promotes the orderly coordination and communication of criminal justice policies among the multiple criminal justice and law enforcement agencies. This Commission provides analysis and information to support the activities of these multiple independent agencies, as well as evaluating the adequacy and organization of law enforcement and the administration of justice in Montgomery County

## 4.2.4 IJIS Steering Committee and Workgroup

The purpose of the Integrated Justice Information System Steering committee and Workgroup is to govern the IJIS program.

# 5.0 General Technology Project Governance

## 5.1 Overview



The above diagram represents an Enterprise Project Template. When an Enterprise Project is created it follows the above general template when the project governance is decided upon and documented in a project charter. Each large project has a steering committee but may or may not have a workgroup. The Project Team leadership usually has a Functional and Technical Project Manager and depending on the project size may have a Project or Program director.

## 5.2 Roles and Responsibilities

### Technical Manager

The technical project manager has primary responsibility for the quality of a project's deliverables and its successful completion. To succeed the project manager must work closely with the project sponsor to ensure that adequate resources are applied. The project manager also has responsibility for planning and ensuring that the project is successfully completed on time and within budget. The project manager should be assigned early in the conceptual and planning processes, so the plan can be owned by the person responsible for its execution.

#### Technical Manager Responsibilities

##### **GENERAL FUNCTIONS**

- Implement project policies and procedures.
- Acquire resources through the Project Sponsor and Steering Committee.
- Maintain staff technical proficiency and productivity, and provide training where required.
- Establish and maintain quality in project.
- Identify and procure tools to be used on the project.

##### **INITIATION**

- Develop Project Statement including success criteria and constraints.
- Conduct general cost/benefit analysis, if required.

##### **PLANNING**

- Develop detailed project plan, schedule and budget
- Finalize project baseline plan.
- Assign resources to project and assign work packages.
- Ensure that management, users, affected state organizations, and contractors commit to project.

##### **EXECUTE AND CONTROL**

- Manage technical track workplan
- Manage development of conversion and interfaces
- Coordinate and successfully complete technical deliverables
- Regularly review project status, comparing budgeted to actual values.
- Ensure that project plan is updated and approved as needed.
- Review the results of QA reviews.
- Participate in change control board to analyze and provide advice to change requests.
- Review and verify all Project expenditures against the Project Budget for validity and forward for approval; keep the workgroup/steering committee aware of all expenditures.
- Update project risks and establish prevention and mitigation procedures, as required.
- Chair regular Technical project meetings to ensure the infrastructure is prepared to meet the project timeline and is in line with County architectural standards
- Coordinate identification, scheduling and test execution for technical team testers
- Coordinate identification, scheduling and training program execution for technical post-implementation support team

##### **DEPLOY AND TRANSITION**

- Execute deployment plans

- Develop an action plan for any product that does not receive user sign-off.
- Obtain user and management approval of tested system and final deliverables.
- Close-out open action items.
- Coordinate contract close-out and transition activities.
- Conduct lessons learned session.
- Celebrate success.

## Functional Project Manager

Functional Project Manager will take prime responsibility for overseeing the planning and implementation from the perspective of ensuring the project meets business needs according to the charter and requirements. Responsibilities will include:

### Functional Manager Responsibilities

#### **GENERAL FUNCTIONS**

- Implement project policies and procedures.
- Identify and secure Functional project team members and ensure resource availability according to project schedule needs
- Ensure the appropriate project team members and Subject Matter Experts are identified and available to fulfill their project responsibilities
- Establish and maintain quality in project.
- Provide project team with updates of other organization initiatives that could impact the implementation of the <Vendor Name> system
- Identify and secure access to additional end user staff as needed to support specific areas of expertise not represented by the project team
- Review deliverables at milestones for time, quality and accuracy, in order to ensure business requirements are achieved

#### **INITIATION**

- Develop Project Statement including functional success criteria and constraints.
- Participate in general cost/benefit analysis, if required.

#### **PLANNING**

- Make adequate facilities and resources available for the implementation
- Assist in the development of a detailed project workplan
- Ensure that management, users, affected state organizations, and contractors commit to project.
- Review and approve project baseline plan.
- Assign functional resources to project.
- Finalize project quality and CM plans.

#### **EXECUTE AND CONTROL**

- Co-Chair regular project meetings with Technical Manager to discuss outstanding issues
- Communicate issues to Montgomery County Government's management and secure resolution in coordination with the Technical Manager
- Regularly review project status, comparing budgeted to actual values.
- Ensure that project plan is updated and approved as needed.
- Review the results of QA reviews.
- Participate in change control board to approve system changes.
- Update project risks and establish prevention and mitigation procedures, as required.
- Coordinate identification, scheduling and test execution for end user testers
- Coordinate identification, scheduling and training program execution for end users

#### **DEPLOY AND TRANSITION**

- Execute deployment plans
- Develop an action plan for any product that does not receive user sign-off.

- Obtain user and management approval of tested system and final deliverables.
- Close-out open action items.
- Assist in contract close-out.
- Participate in lessons learned session.
- Celebrate success.

## Workgroup

The Project Workgroup will take prime responsibility for overseeing the project progress, moving barriers as needed, providing input to the decision-making process and advising the Steering Committee as needed. Responsibilities will include the following:

### Workgroup Responsibilities

<b>GENERAL FUNCTIONS</b>
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- Communicate and update the Steering Committee
- Provide program leadership for the project
- Ensure the appropriate project managers, project team members and Subject Matter Experts (SMEs) are identified and available to fulfill their project responsibilities
- Review project progress and monitor the project for deviation from Contractual Scope, timelines, funding, intent, etc.
- Assist in the development of a detailed project workplan
- Prepare and prioritize all Project Budget requests for the budget season

## Steering Committee

The Steering Committee will meet regularly during the project life cycle to understand overall project status, address escalated and out of scope issues, and others as deemed appropriate.

The goal of this committee is to provide leadership to the project team and to the Montgomery County Government community. Its members have the authority and responsibility to make all funding, resource and policy decisions to ensure the success of the project. The Steering Committee is staffed with executives from each of the Montgomery County Government Departments that have a key stakeholder interest in the success of the project.

### Steering Committee Responsibilities

<b>GENERAL FUNCTIONS</b>
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- Make decisions which can change the project organization, scope, or funding
- Remove obstacles which may impact the successful outcome of the project
- Champion the need for change (e.g., policies, processes, and support systems)
- Resolve escalated issues in a timely manner
- Participate in lessons learned sessions.

## Implementation Team

The Implementation Team has responsibility for conducting project activities defined by the Implementation life cycle. The implementation manager assists the project manager in planning the implementation effort and makes commitments to complete the project within established schedule and budget constraints. The Implementation team includes the technology specialists (which could include the vendor) responsible for implementing the project solution. Stakeholders should interact with the Implementation team to ensure that requirements are correctly implemented.

### Implementation Team Responsibilities

#### **GENERAL FUNCTIONS**

- Identify technical solution alternatives.
- Implement solution within budgeted cost and schedule.
- Coordinate with QA organization.
- Support project planning and tracking activities.

#### **INITIATION**

- Provide general estimates for developing deliverables.
- Conduct feasibility studies, if applicable.

#### **PLANNING**

- Develop technical approach and associated estimates and schedules.
- Assist in the development of a QA/CM plan.
- Identify productivity tools for project.
- Ensure that all members of the development team understand the project plan and system requirements.
- Coordinate staff training efforts.
- Establish the project's engineering facilities and environments.

#### **EXECUTE AND CONTROL**

- Submit status reports to the Project Manager.
- Conduct work using accepted System Development Lifecycle Methodology.
- Coordinate with QA, review QA results, and correct any deviations.
- Help establish baseline documents.
- Develop project deliverables.
- Establish testing plan and coordinate test activities.
- Identify risks as they are found.
- Participate in change reviews including performing impact analysis.

#### **DEPLOY AND TRANSITION**

- Participate in lessons learned sessions.

# 6.0 Ongoing Enterprise Projects Governance

## 6.1 Public Safety Systems Modernization (PSSM) Technology Governance

